ANALYSIS OF LEADERSHIP STYLES AND ORGANIZATIONAL CULTURE IN EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE EDUCATION AND CULTURE OF PESAWARAN DISTRICT

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Abstrak

The purpose of the research in this thesis is to examine the influence of Leadership Style and Organizational Culture on employee performance in the Department of Education and Culture of Pesawaran District. This study uses a survey research method with 65 respondents. This analysis uses qualitative analysis and data processing using the SPSS program. The results showed that the Leadership Style had a positive effect on employee performance with the effect of a contribution of 69.4%. Furthermore, Organizational Culture also has a positive influence on employee performance with a contribution of 68.3%. The regression test shows that there is a positive influence between Leadership Style and Organizational Culture on employee performance. The magnitude of the influence of the two variables X1 and X2 on Y is 78.9%, the remaining 21.

Keywords, Leadership Style, Organizational Culture, and Performance.

A. INTRODUCTION

Public servants are local government officials in assisting the completion of government tasks. For this reason, the role of a leader becomes very important in an institution to maintain a good governance system. Institutions must be able to build and improve performance in their environment. The success of government institutions is influenced by several factors, one important factor is the apparatus resources because apparatus resources are actors from all levels of planning to evaluation who are able to utilize other resources owned by the organization or institution.

The existence of apparatus resources in government institutions plays a very important role where the apparatus has great potential to carry out the activities of government institutions. To have apparatus resources that support the wheels of government can be created through positive organizational culture. Organizational culture includes aspects of the organization, system language procedures,
behavior patterns, and agency habits. Where, a positive organizational culture is reflected in the basic values of an agency, such as employee habits in expressing ideas, openness in communication between people, sensitivity in meeting employee needs. This is a way to determine the direction of the institution and produce apparatus resources that have the potential to provide optimal results. Employee contributions to an organization will determine the organization's progress or withdrawal. Employee contributions to the organization will be important, if done with effective action and behave correctly. Not only the amount of effort but also the direction of the effort. The quality that is in the employee, the effort or willingness to work, and various things that support the organization are very important for the success of employee performance.

This every employee needs to know exactly what his main responsibilities are, what kind of performance he must achieve and can measure himself in accordance with indicators of success. Many things come to the attention of management to encourage employee performance including in terms of organizational culture, leadership style and job satisfaction for employees.

Achieving the goals of government institutions does not only depend on modern equipment, facilities and complete infrastructure, but is more dependent on the people doing the work. The success of an agent is greatly influenced by the performance of its employees. Each agency will always try to improve the performance of its workers, with the hope that the agency's vision will be achieved. To carry out its duties, the Office of Education and Culture has the function:

1. establish operational policies, coordinate and synchronize operational policies and programs as well as strategic planning for early childhood education, basic education, secondary education, and community education in the district in accordance with national education policies and strategic planning;
2. formulation of technical policies regarding the implementation of controls in the field of education and culture;
3. coordinating the management and administration of education, the development of education personnel and the provision of facilities to regulate early childhood education, basic education, secondary education, and community education as well as providing resource support for tertiary institution organizations;
4. data rejuvenation in the national education management information system for the district level;
5. providing financial support for quality assurance for education units at the district level;
6. coordinating and overseeing the development, dissemination and facilitation of curriculum implementation and supervision;
7. oversight of compliance with national standards for infrastructure and utilization of educational infrastructure
and the use of books for education units;

8. distribution of prospective educators and PNS staff as well as the guidance and development of teaching staff and education staff;

9. coordinating, facilitating, monitoring and evaluating the implementation of national exams and school exams as well as providing funds to administer district school exams;

10. evaluate the management and achievement of national education standards in early childhood education, basic education, secondary education, and community education;

11. coordinate, integrate, synchronize, and simulate both within departments and institutions outside the institution in accordance with their respective fields of duty;

12. controlling, division of tasks, giving instructions, guiding, developing, supervising and evaluating the implementation of tasks within the department and submitting performance reports;

13. provide advice and consideration to the regent in accordance with their field of work, and

14. implementation of other tasks given by the regent in accordance with their duties and functions.

In improving the performance of the apparatus that is done is to take several ways for example through approaches to subordinates by the leadership, providing education & training, providing appropriate compensation, creating a conducive work environment and providing motivation. Through this process, the apparatus is expected to maximize responsibility for their work because the apparatus has been equipped with education and training which is certainly related to the implementation of their work. Meanwhile, if a good work environment and good motivation will also provide comfort to every employee, because such work environment or organizational culture will make employees have a sense of belonging to the agency.

Based on previous research by Handoko shows the level of leadership, organizational culture, and work discipline has a significant positive effect on employee performance in research results providing advice with a good organizational culture will improve employee performance (Teguh Rhiman Handoko 2012). The results of other studies indicate that organizational culture positively and significantly influences job satisfaction, which positively and significantly influences performance, organizational culture positively and significantly influences performance, leadership style positively and significantly influences performance both directly and indirectly through job satisfaction. (Kusumawati 2008).

Performance in the Pesawaran District Education and Culture Office is still not
optimal, as seen from programs that have not been fully implemented.

<table>
<thead>
<tr>
<th>Program</th>
<th>Target (%)</th>
<th>Realization (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop Kurikulum</td>
<td>100</td>
<td>86</td>
</tr>
<tr>
<td>OSN (Olimpiade Sains Nasional)</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>OLSB (Olimpiade Olahraga Sekolah Nasional)</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>FLSB (Festival Lomba Seni dan Budaya)</td>
<td>100</td>
<td>90</td>
</tr>
</tbody>
</table>

It can be seen in the official work program that the activity has not yet been fully realized and therefore performance research is very useful for assessing quantity, quality, change efficiency, apparatus motivation and conducting supervision and improvement. The optimal performance of the apparatus is needed to increase productivity and maintain the viability of the agency. Every institution will never be separated from the role of a leader in creating employee work motivation because to improve the performance of the apparatus needed a leader to support the motivation of the apparatus. With the formation of strong motivation, it will be able to produce results or good performance and quality of work done. Starting from this condition, it is used as a basis for conducting research on apparatus performance.

**B. REVIEW OF LITERATURE**

**Definition of Leadership**

According to Siagian, quoted by Matalia leadership is a person's ability to influence others, in this case his subordinates are such that others are willing to do the will of the leader even though personally it might not be liked by him. (Matalia 2012) There are four general characteristics that have an influence on the success of leadership organization, this is taken from the opinion of Keith Davis by Thoha quoted by Baharudin namely:

1. Intelligence, meaning that the leader must have more intelligence than his followers, but not more than the intelligence of his followers.
2. Maturity and breadth of social relationships, meaning that a leader must have stable emotions and have a desire to respect and be valued by others.
3. Self-motivation and drive for achievement, so that the leader will always be energetic and become a role model in leading his followers.
4. The attitude of human relations, in the sense that leaders must respect and pay attention to the condition of followers, so as to maintain the unity and integrity of followers. (Bahruddin 2016)

There is a relationship between needs theory Maslow and the concept of leadership, that Maslow's hierarchy of needs is influenced by driving factors that come from outside (leaders) and also from within come from someone who is also influenced by factors from outside himself. Therefore it is very important that a leader has the ability to convey ideas and ideas both in the form of an organization's
vision and mission, the leader's vision and mission and programs that will be implemented within a certain period of time that is adjusted to the current conditions. (Sari and Dwiarti 2018). Operationally the main functions of leadership can be distinguished as follows:

1. The function of instruction, which is one-way communication. The leader as a party determines what, how, when, and where the order is carried out so that the order can be carried out effectively.

2. Consultation function, which is two-way communication. In this case the leader needs consideration that requires consultation with people who are considered to have information material to get feedback (feedback) in decision making and decision making.

3. Participatory functions, namely leaders empower the people they lead, participation in making decisions and in their implementation.

4. The function of the delegation, that is, the leader delegates authority in making or setting decisions, either through the approval of the leadership or without the approval of the leadership. Delegation is basically trusted. Usually those who receive delegations from this task, who have the same principles, perceptions and aspirations.

5. Control functions, namely effective leadership able to regulate the activities of its members in a directed manner ineffective coordination. This control function can be realized through the activities of guidance, direction, coordination and supervision (Lano 2015).

Definition of Performance

In a simple performance can be interpreted as the results achieved by an employee during a certain period of time in a particular field of work. (Mahsum 2006) An employee who has high performance and can support the achievement of goals and objectives set by an agency. To be able to have high and good performance, an employee in carrying out his work must have expertise and skills in accordance with the work he has. (Evita, Muizu, and Atmojo 2017)

Performance has the meaning of carrying out an activity and perfecting its responsibilities in accordance with the expected results. The performance of employees in an organization leads to the ability of employees to carry out all tasks that are their responsibility based on the indicators of success that are set. (Teguh Rhiman Handoko 2012)

C. RESEARCH METHOD

The object of research is the subject of research (Indonesian Dictionary). The object of research is a set of elements that can be in the form of people, organizations or items to be studied. In addition, the object of research can be interpreted as subject matter that will be examined to get more targeted data. The research objects in this paper include: (1) The leadership style of superiors as top leaders (2)
Organizational Culture is created, and (3) Employee performance in the Department of Education and Culture of Pesawaran Regency. (Arikunto 2012)

Data collection techniques are a method used by researchers to obtain data. With the right data collection techniques, objective, valid, and reliable data can be obtained. Data collection techniques obtained are as follows:

1. Library Research (Library Research), can be collected through literature, scientific writing that has to do with the problem under study.

2. Field Research (Field Research), carried out directly to the object of research, the types of data that will be disclosed with each tool include:
   a) Observation, which is to make direct observations on the object of research
   b) Interview, which is to obtain data that is considered capable of completing the main data with a series of interviews
   c) The questionnaire, namely primary data collection techniques by sending several statements in writing with alternative answers submitted to respondents.

The analysis used is quantitative and qualitative analysis, qualitative analysis is used as a method for analyzing problems based on concepts and theories of human resource management. The criteria for each variable in the table analysis refer to the score interval.

Regression analysis is used to predict how far the change in the value of the dependent variable, if the value of the independent variable is manipulated/changed or increased. Meanwhile, to determine the close relationship between leadership style, organizational culture and employee performance at the Department of Education and Culture in Pesawaran District, the author uses the correlation coefficient formula

Next, to test the significance of the t test used by the following Criteria:

a) If \( t \text{ arithmetic} > t \text{ table} \) then \( H_a \) is accepted and \( H_o \) is rejected.

b) If \( t \text{ arithmetic} \leq t \text{ table} \) then \( H_a \) is rejected and \( H_o \) is accepted.

A significant level in this study was used \( \alpha = 0.05 \) or 5%.

What is meant by the null hypothesis (Ho) and the alternative hypothesis (Ha) are:

1. \( H_o = r_1 \leq 0 \) = Means there is no influence between leadership style on employee performance

2. \( H_a = r_1 > 0 \) = Means there is influence between employee performance leadership style

3. \( H_o = r_2 \leq 0 \) = Means there is no influence between organizational culture on employee performance

4. \( H_a = r_2 > 0 \) = Means there is an influence between organizational culture on employee performance

**D. RESEARCH RESULTS**

Based on the results of the study, the coefficient of performance leadership style on performance is obtained as follows:
The correlation coefficient between the work environment and performance is 0.833, where the value is at intervals (0.800-1.000) which means the correlation level of the two variables is "Very Strong" and unidirectional, if the work environment is good then the performance will increase. Coefficient of Determination (KD) = $R^2 = 0.694 = 69.4\%$. It can be concluded that the leadership style variable (X1) explains the variation in changes to the employee performance variable (Y) of the Office of Education and Culture in Pesawaran Regency by 69.4\%, while the rest is explained by other factors not examined in this study.

Based on the results of the study obtained data about the influence of leadership style on performance as follows:

Based on the t test results obtained t value = 11,963. When compared with t table at a significant level that is 1.66864, then tcount = 11.963 > ttable = 1.66864 so that it can be concluded that; Ha stating that there is an influence between the leadership style variable (X1) on the performance variable (Y) the Department of Education and Culture of Pesawaran Regency can be accepted. So the leadership style variable (X1) influences the performance variable (Y).

The regression equation between the leadership style variables (X1) and the employee performance variable (Y) of the District of Pesawaran Education and Culture Office is $Y = 10.076 + 0.748X1$, which means that every one point increase than the leadership style variable will be followed by an increase in the performance variable at the Education Office and The culture of Pesawaran Regency is 0.748 points.

Based on the results of the study, we obtained the multiple regression calculation data between the leadership style (X1) and Organizational Culture (X2) about Performance (Y) as follows:

**Hypothesis Test The Effect of Leadership Style on Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficient</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Konstan)</td>
<td>10.076</td>
<td>2.397</td>
<td>4.203 * 0.000</td>
</tr>
<tr>
<td>X1</td>
<td>748</td>
<td>063</td>
<td>11.963 * 0.000</td>
</tr>
</tbody>
</table>

Variabel Dependen: y
Based on the calculated value of t for variable X1 5,602 and the calculated value for variable X2 of 5,283 when compared to t table (1.66864), the calculated value of both variables is greater than t table, this means that together with the variable X1 and X2 affect Y, as for the equation: 

\[ Y = 2.982 + 0.439X1 + 0.483X2. \]

1. Every time there is an increase in the value of the leadership style variable by one point, performance will increase by 0.439 points assuming the other variables don't change
2. Every time there is an increase in value on the Organizational Culture variable by one point, Performance will increase by 0.483 points assuming the other variables don't change

Discussion:
The results showed that the leadership style (X1) and Organizational Culture (X2) employees of the Department of Education and Culture of Pesawaran District influenced employee performance. T count value for variable X1 is 5,602 and t count value for variable X2 is 5,283 when compared to t table (1.66864) then the t count value of the two variables is greater than t table. This means that together variables X1 and X2 affect Y. The magnitude of the coefficient of determination between the leadership style (X1) and organizational culture (X2) on performance (Y) is 78.9%. Simultaneous hypothesis test through f test (test) obtained f count value between the leadership style and organizational culture together to the performance of \( f_{count} = 116.068 \ > \ f_{table} = 3.15 \). This shows the leadership style and organizational culture is an important factor in improving performance, the higher the two factors, the more performance will improve. All indicators, both variable leadership style and Organizational Culture have meaning and influence in improving the performance of employees of the Department of Education and Culture of Pesawaran District

E. CONCLUSIONS AND SUGGESTIONS

Conclusion:
The conclusions of this study are:
1. The results of quantitative analysis in this study successfully supported the first research hypothesis, namely that the leadership style in the Department of Education and Culture of Pesawaran District has a significant effect on employee performance with a contribution of 69.4%.
2. The second test shows that organizational culture has a significant effect on employee performance in the Department of Education and Culture of Pesawaran District with a contribution of 68.3%,
3. The third hypothesis testing can be concluded that the leadership style and organizational culture together have a significant influence on the performance of employees in the Department of Education and Culture of Pesawaran District with a joint influence contribution of 78.9%, the remaining 21.1% is influenced by factors other than this research or in other words the third hypothesis can be accepted.
Suggestion:
From the conclusions above, the suggestions are as follows:

1. The variable leadership style based on the lowest respondent's answer is Freedom of opinion takes precedence by the leader in consulting on work issues. A good leader must always ask for advice from his subordinates about the work done so that in time it will get maximum results and be accepted by all employees.

2. In organizational culture variables, based on the lowest respondent's answer is the Organization considers the aspirations of employees in making decisions. Every opinion or aspiration in an organization or office must be discussed in meetings or deliberations so that everyone in the organization feels valued his opinions and will strengthen friendship among fellow employees.

3. Employee performance variables that need to be based on the lowest respondent's answer is In teamwork there is an active role in providing suggestions and opinions. Employees must be able to work individually or in teamwork so that every work carried out can be completed in accordance with the targets and direction of leadership.

REFERENCE


